



EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT
JOHN W. McCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES
UNIVERSITY OF MASSACHUSETTS BOSTON

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For more information on Performance Management...

Executive Order

For a copy of Governor Patrick's Performance Executive Order (which should be online next week), go to the Executive Office of Administration and Finance website.

www.mass.gov/anf/

Edward J Collins, Jr. Center for Public Management

The Collins Center for Public Management at the University of Massachusetts Boston offers an online Performance Management professional development course as well as a wide variety of performance management services to municipalities and state agencies including designing data-driven programs, consulting, and training.

www.umb.edu/cpm/

Performance Institute

Called "the leading think tank in performance measurement for government" on OMB's ExpectMore.gov website, the Performance Institute is a leader in Performance Management training and policy.

www.performanceweb.org

International City/County Management Association

The International City/County Management Association (ICMA) develops and advances professional local government management to create sustainable communities that improve lives worldwide. ICMA provides member support; publications; data and information; peer and results-oriented assistance; and training and professional development to nearly 9,000 city, town, and county experts and other individuals and organizations throughout the world.

http://icma.org/en/icma/knowledge_network/topics/kn/topic/199/performance_measurement

The National Center for Public Performance

The National Center for Public Performance (NCPP) at Rutgers University is a research and public service organization devoted to improving productivity in the public sector. Founded in 1972, NCPP serves as a vehicle for the study, dissemination and recognition of performance measurement initiatives in government.

<http://spaa.newark.rutgers.edu/home/ncpp.html>

NCPP promotes the use of valid, reliable data as a key element in improving the delivery of public services through the Public Performance Measurement and Reporting Network. In support of the Network, NCPP has implemented a series of initiatives: a comprehensive and continuously updated database of publications and cases; national conferences and workshops; measurement-based publications; an online Public Performance Measurement Certificate; and a monthly e-newsletter.

www.ppmrn.net

Performance Management Advisory Commission

The commission created a framework titled, *A Performance Management Framework for State and Local Government: From Measurement and Reporting and Management and Improving*, expressly for public managers and public officials who are initiating and sustaining performance management.

<http://pmcommission.org/>



Fact Sheet

UNIVERSITY COLLEGE

Non-Credit, Professional Development

Performance Management in Government and Non-Profits

The Course

Organizations around the world have increasingly come to realize the value of setting goals, measuring performance and using the resulting data as a core management tool to improve societal outcomes. This management approach is often referred to as "performance management" or "managing for results." Experience has shown that, when well used, goals and measurement can greatly improve the operation and understanding of government and non-profit programs and priorities. Experience has also shown that misuse of goals and measures, especially when combined with incentives, can provoke dysfunctional, performance-dampening responses.

This course explores what performance management means and how government agencies and non-profits can adopt this management approach. Students will learn how to develop skills to refine the way goals and strategies are articulated so that they can be effectively measured, and to select practical performance measures. Also covered are how to identify target audiences, present data clearly, and analyze and use data to improve performance.

Using theoretical readings, case studies, and exercises, the course provides a conceptual grasp of the underlying dynamics employed when you manage for results. It also provides a practical understanding of how to apply performance management tools successfully at all levels of government across policy areas and in non-profits.

Topics Covered

- Introduction to performance management – envisioning the performance-driven organization
- Articulating goals and strategies to facilitate measurement – objective trees, logic models and results frameworks as ways of expressing current strategies and identifying what should be measured
- Selecting and collecting practical performance measures – choosing appropriate measures, options for data collection, ensuring data quality
- Identifying target audiences and presenting data clearly – typical audiences for government performance data; the good, the bad and the ugly of charts, graphs and dashboards
- Analyzing data and using it to improve performance – analytic techniques and traps; facilitating the data driven conversation, including tracking identified action items
- Understanding the potential pitfalls of using performance data as a tool of government – worst case and best case scenarios; the latest thinking on one of the toughest cases: teacher pay-for-performance

Who should take this course?

The course is appropriate for municipal, state and federal government and non-profit officials at all levels of experience. Knowing what and how to measure can elevate your organization to a higher level of performance.

If you are just starting out, this will familiarize you with performance management using goals and indicators and give you a set of in-demand skills to help build your career.

If you've been in management for a while, you can add a solid understanding of how to use goals and performance indicators to your toolkit and begin to play a leadership or partnering role in building such systems in your organization.

If you are a senior manager, this course will help you identify whether and how you might want to introduce or improve the use of goals and measures within your organization and help you avoid some of the pitfalls.

The course consists of six online modules. Upon successful completion of this course, you will receive a certificate of completion and 2.0 Continuing Education Units (CEUs). This is a non-credit course.

2012 Course Schedule

Spring 2012.....April 15 – May 26

Summer 2012.....July 15 – August 25

Fall 2012.....October 7– November 17

For More Information

For more information and to be included on our mail list for upcoming course dates, please contact:

Shona Jackson
617.287.6934
shona.jackson@umb.edu

You may also visit our website below for course details and an application.

PERFORMANCE MANAGEMENT IN GOVERNMENT AND NON-PROFITS is sponsored by the Edward J. Collins, Jr. Center for Public Management at the John W. McCormack Graduate School of Policy and Global Studies.

uc.umb.edu/corporate/government-performance/



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NEW ENGLAND STATNET: PERFORMANCE MANAGEMENT FOR MUNICIPALITIES

New England StatNet is a network of municipal officials from around New England who use CitiStat or other performance management approaches. Coordinated by the Collins Center, StatNet communities agree to share data and promising practices and to meet regularly to learn from each others' experience running programs and managing CitiStat systems.

WHAT ARE PERFORMANCE MANAGEMENT AND CITISTAT?

Performance management refers to the use of data, goals, and measurement in management.

CitiStat is a name given to one performance management approach where government leaders use frequent, regularly-scheduled, data-driven meetings to focus department managers on improving performance for key indicators, such as outcome and cost indicators.

CitiStat Success Story:

Somerville will save about \$7.7 million over seven years through a new waste transfer station contract the City negotiated based on data from its SomerStat Department.

HOW CAN THEY HELP YOUR COMMUNITY?

Municipalities that have adopted CitiStat and other performance management approaches find that they help control costs and improve community conditions. For example, increased attention to data that municipalities already collect, such as the data in payroll, work order, complaint, and contract information systems, helps managers see the causes of problems more clearly so they can fix them. Increased attention to data about community conditions, such as the number of fires, underage drinking, and street cleanliness helps improve those conditions.

WHERE DID CITISTAT AND STATNET COME FROM?

CitiStat originated in New York City, which pioneered this data-driven management approach in its police department, where it helped to reduce crime rates. Baltimore adopted the CitiStat approach in 2000, helping the city drive down overtime costs and streamline permitting processes. Many other cities have since started their own CitiStat programs.

Originally called MassStat, StatNet was organized in early 2008 by officials in several Massachusetts municipalities, with support from the Pioneer Institute and the Harvard Kennedy School's Rappaport

Institute for Greater Boston. The Collins Center assumed the coordinating role in the fall of 2008, although Pioneer and Rappaport continue to support the work.

StatNet Meetings & Events in FY11:

- *Fall meeting on the subject of constituent relations*
- *Winter meeting on the subject of human resources*
- *First performance measurement training, which was attended by over 120 local and state officials*
- *Spring meeting on the subject of DPW*

LEARN MORE: The Collins Center helps governments in starting or improving performance management practices and coordinates StatNet. For more information, contact us at 617-287-4824 or collins.center@umb.edu.

